



PMI-OC VISION
▶ We are recognized as the volunteer organization of innovative project management professionals. We provide value to our stakeholders and the community at large. We promote the development of project management as a benefit in all industries.

PMI-OC MISSION
▶ We promote project management by providing services, tools and knowledge to project sponsors, project managers, team members and the community. We provide a forum for networking and opportunities for social interaction.

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JULY 12TH PMI-OC DINNER MEETING

Managed Maintenance?

By Jim Cisneros
Vice President of Systems Development
ITresources, Buena Park, California

How do you manage application maintenance? By its nature, doesn't maintenance just happen? How can you tell if you're getting value out of the budget you allocate to application support?

Many software development organizations have implemented rigorous processes to control and manage their major projects. ITresources has also taken this approach and has been certified at CMM Level 5. However, according to *zJournal*, application maintenance costs can consume 80 to 85 percent of a typical IT budget. Given this, it is equally essential that effective project management practices are implemented to manage your maintenance activities. ITresources has taken this approach, and **Jim Cisneros** will share some valuable tips, tricks and tools that will help you get control over the *black hole* of maintenance!

Jim Cisneros has overall responsibility for all application development and support activities for ITresources' clients. Major clients include Isuzu Motors America, Newport Corporation, Asics Tiger, Mitsubishi Motors North America, Edwards Lifesciences and American Honda Motor Company.

Jim has provided the strategic direction for systems development, including the initiative for ITresources' System Development Methodology to become certified by the Capability Maturity Model.

He previously held information technology management positions at Sears Roebuck and Nissan North America and was responsible for sales and distribution, marketing, manufacturing, and retail and financial systems.

He has 25 years of experience and has led several mission critical system development efforts, as well as participating in the development of strategic technology plans and in the re-engineering of information technology organizational functions.

Vendor Showcase: **Time-to-Profit, Inc.**
www.pm-prepare.com. See ad on page 3.

Coming in August



Don't miss this landmark event! On **August 9, 2005**, **Gregory Balestrero**, CEO of Project Management Institute, will be the chapter's special guest at an executive roundtable and at our monthly dinner meeting, both at the Four Seasons Hotel in Newport Beach. See page 9 for more information.

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NEW PROJECT MANAGEMENT PROFESSIONALS

Gorpat Henry	Richard Martie
Charoen	Dale Nomura
Asif Chorwadwala	William Paivine
Thomas Cutting	Christopher Paquette
Barbara Forgy	Lorna Pecoraro
Thomas Guntrip	Callie Peterson
Seema Gupta	Dipti Seth
Nadine Hsu	Larry Smith
Medeliene Hwang	Dennis Strassberger
Brad Jansz	Gigi Tran
Wasima Khan	Patty Tutor
Neeta Kurani	John Wei
Jeremy Laudergeran	Linda Wilson
Edmund Lawrence	Henry Winters

Total New PMPs 27
Total PMPs 635

NEW MEMBERS

Anil Augustine
Wipro Technologies

Carol Bagley

David Berlin
Beech Street

Prashanth Brindavan
KPMG LLP

David Brown

Victor Chang

Howard Chen
DAS

Simon Chin
Bank of America

Leslie Damewood
The Boeing Company

Sanjay Davankar
APSI

Darcy DePree
Ameritrust Mortgage

Martin Dix
OCSD

Sydney Edwards
Allergan

Richard Elam

Brian Fishman
Quest Diagnostics

Gina Godat
The Boeing Company

Jeannette Grieco
County of Orange, CA

John Hendrickson
The Boeing Company

Medeliene Hwang
Keane, Inc.

Girish Kandarkar
Kaiser Permanente

Pamela Kent
PjKent & Associates

Lily Lui
First American

Liza Luna
Keystone Automotive Industries, Inc.

Peter Martin
ChevronTexaco

John Moore
ESOFT Caducei, Inc.

Continued on page 15

THE CHAIR'S COLUMN

Feedback is a Gift



What are you doing on August 9th?

Before we talk about feedback, I want to remind you about the August 9th dinner meeting. Registration is now open for this special dinner meeting featuring two fabulous speakers: **Gregory Balestrero**, CEO, Project Management Institute, and **Dean T. Kashiwagi**, Director, Performance Based Studies Research Group at Arizona State University. They will be discussing current research, experiences, and trends in subcontracting, vendor management, and project management.

This event at the Four Seasons Hotel in Newport Beach is an evening you will not want to miss!

Also, don't forget that the September dinner meeting will be at a different hotel than the Wyndham. We'll let you know once the location has been finalized.

Learning from Others

One of the key phrases I've learned through my participation in PMI's Leadership Institute is "feedback is a gift." The institute's facilitator, **Jerry Brightman**, articulated that phrase during our first meeting and uses it constantly. Jerry taught me the importance of actively seeking out feedback.

This year the PMI-OC Board of Directors has been actively seeking feedback from the newly created Advisory Council. Director at Large **Victoria Flanagan's** article on page 12 discusses this group in more detail. In the two sessions I have attended, I found council members **Michael Chesnut**, **Harry Greenberg**, and **John Seelinger** to be honest and direct when discussing PMI-OC's strengths and opportunities for improvement.

Two major themes have emerged from council discussions. The first is simplify and focus on a few key items. The second is a confirmation that PMI-OC's core competency is providing networking and educational experiences to our membership. These themes have also become part of our board meeting discussions. As a result, the PMI-OC Board of Directors decided at our June meeting to revise our 2005 strategic initiatives.

Revised 2005 Strategic Initiatives

Below are the revised strategic initiatives in priority order. The board believes these revised initiatives will directly and positively impact your membership experience.

- **Create a new vision and mission statement.** PMI-OC's current mission and vision statements are approximately five years old. The process of creating new statements will help the board set the strategic direction for the chapter for the next five years. If you would like to be involved in the related working sessions, please contact either Director at Large Victoria Flanagan or me. The new statements will be presented at the October 11th annual membership meeting held in conjunction with the October dinner meeting.
- **Incorporate membership survey results into planning process.** You will be receiving the 2005 membership survey during July. Please take ten minutes and provide your feedback. (Remember feedback is a gift!) This year will mark our fourth membership survey. Marketing Director **Diane Altwies's** team plans to complete an analysis of both this year's survey and trends from all the surveys. Acting on feedback provided is going to be a key pillar of our 2006 planning process led by Chair Elect **Glen Fujimoto**. We will also share results of the analysis with you at the October 11th annual membership meeting.
- **Establish a new member welcome program.** Membership Director **Rod Hendrixon** and the Ambassador Team are developing a program to welcome new members into the PMI-OC community. They will be hosting new member orientation/networking meetings once every two months. The first meeting is scheduled for September 22nd.
- **Increase recurring event quality.** Thank you for providing feedback about the importance of having strong speakers at recurring events like the dinner meetings. Programs Director **Cornelius Fichtner** is in the process of organizing a speakers' bureau where a volunteer team recruits and screens speakers for all PMI-OC sponsored events.

Continued on page 5

I wanted to take a moment to thank you for the wonderful tool you have. I passed my PMP Exam this past weekend with ease. Being able to emulate the test environment by using PMPPrepare was truly instrumental in my being very comfortable during the test. I had studied a great deal of material as well, but being able to hammer on those questions was a key to my stamina (both mentally and physically) during the exam. Your test questions truly challenged my understanding of the material, and ensured that my depth of understanding went well beyond just memorization. I highly recommend your tool to others in preparing for the test. Thanks again, I'm glad I found you on the web!

Ann Jacobs-Long
Atlanta, Georgia

VISIT

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ED WALKER, PMP

Named First PMI-OC Chapter Fellow



Ed knew something was up when his wife unexpectedly arrived at the June dinner meeting. Seeing his friend Frank's wife there too made him very suspicious, but in a good way.

The chapter's board of directors, searching for a way to recognize a lifetime of achievement, created the PMI-OC Fellow Award, paralleling PMI's fellow recognition. The first PMI® fellowships were awarded when the entire PMI had fewer members than our chapter now serves.

Edward V. Walker, PMP (above left) was a natural to be the first recipient of this highest recognition the chapter can bestow. He was recognized not merely for his long active membership, but for the variety and consistency of his contributions to the growth of our chapter and personal impact on so many of our members. Ed has frequently taught PMP® preparatory courses, but more than that, he co-authored the OuterCore text used by at least three chapters. Ed has long served as a member of the dinner meeting registration group and has often been the first person met by visitors who later become members. Ed was always available for other initiatives and assignments, bringing his attention to detail and friendly manner to bear on helping volunteers have a good time while doing good for the chapter.

Frank Reynolds, PMP (above right) shared a few observations about their friendship of over 40 years. Whenever Frank asked Ed to join him at a new place of employment, if Ed declined, Frank was not long for his new job. If Ed joined Frank in a new endeavor, both were in for a long association. This was especially true of Frank's invitation to join the chapter more than ten years ago.

Ed has retired to summer in Dillon, Colorado and winter in Lake Havasu, Arizona. He will be missed. He did promise to fit us into his busy schedule for the upcoming October dinner meeting.

Call for Nominations

Do you see room for improvement in PMI-OC and want to help?

Or do you like what's going on now and want to get involved?

The Nominating Committee has opened its search for 2006 PMI-OC Board of Directors candidates. Positions to be filled include Chair Elect, Finance Director/Treasurer, Information Technology Director, Marketing Director, Membership Director, Operations Director/Secretary, Programs Director, and Director at Large.

We will be evaluating all candidate recommendations and preparing a slate of candidates to stand for election in the fall. If you're interested, please contact **Janice Preston** at jypreston@vistaperformancegroup.com.

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VOLUNTEER OF THE MONTH

Jim Monical, PMP Honored as Volunteer of the Month for June



A resolution was unanimously passed at the May 2005 board meeting of your chapter designating **Jim Monical, PMP** as the Volunteer of the Month for June 2005. Volunteer Coordinator **Brent Felsted** honored Jim at our June dinner meeting by presenting him with a Certificate of Appreciation.

Jim joined PMI® and our chapter about eight months ago. Soon after joining, he enrolled in

the UCI project management program with the goal of obtaining PMP® certification. Leveraging the project management education he received at UCI, he applied for the PMP exam, passed it, and received his PMP certification on March 21, 2005.

Upon joining PMI, he immediately set about volunteering his services for our chapter in several areas. Jim currently hosts the roundtable breakfast meetings at the South Orange County venue. He managed the recently concluded PMI-OC hosted PMP preparation workshop held at the Irvine Spectrum, where he also played the role of co-instructor for the workshop.

In addition, he took on the job of coordinating PMI-OC volunteers for the 21st annual conference of the PMI College of Performance Management, which was held in mid-May in Long Beach. As Jim succinctly put it, "I was Brent Felsted for the day." He further participated as a member of the advisory council in advance of the conference.

A highly skilled project manager, Jim is in transition between jobs but wants to continue working as a PM and a senior business systems analyst. He has a yen to teach PM courses as well.

When asked what he likes about volunteering for PMI-OC, Jim replied, "I would strongly recommend that people volunteer. I have met many people who are extremely helpful and knowledgeable. Volunteering has also improved my human resource and communication skills."

Dave Jacob

Membership Survey

PMI-OC will be conducting its annual membership survey this month.

If you want to participate, make sure your e-mail address is up to date with PMI® headquarters at www.pmi.org.

JUNE MEETING REVIEW

Anytime, Anywhere: The C-17

The U.S. Air Force declared the first C-17 squadron operational in January of 1995. Our speaker, **Tim Covington, PMP**, began working for the C-17 program in 1987. Fast forward to 2005: this incredible plane serves as a major tactical airlift aircraft for the U.S. Air Force, transporting heavy equipment and cargo to support our military personnel. It also delivers international humanitarian aid to small and austere airfields anywhere in the world.

The C-17 has filled a unique transport role. It was the only aircraft capable of flying Willy (Keiko), the killer whale of “Free Willy” fame, and his tank to a small airfield in Iceland where he began his retirement in the wild.

The Boeing Company’s C-17 program has DoD orders that will take it through the next few years. Looking further into the future, Boeing is challenged with reducing the cost of the aircraft in order to secure more orders, while simultaneously optimizing the manufacturing facility for potential future programs. To achieve these program objectives, a project referred to as the “Single Line” was launched in 2003. The project applied “lean manufacturing” methodologies to improve productivity and efficiencies, while consolidating manufacturing floor space and resources.

What is Lean Manufacturing?

Lean manufacturing is “a systematic approach to identifying and eliminating waste through continuous improvement by flowing the product at the demand of the customer. Lean is about doing more with less: less time, inventory, space, people, and money. Lean is about speed and getting it right the first time.” Additional information on lean manufacturing can be found at <http://www.leanmanufacturingguide.com>.

The Boeing Company has internal expertise on lean manufacturing and strength in industrial engineering. This expertise and experience was brought front and center to focus on the Single Line Project.

Single Line Project

Tim Covington was named project manager for the Single Line Project in 2003. To reduce unit cost, Tim and his core team of 18 people focused on cutting the production cycle by 16 days, a target derived from analysis of the current operation. To optimize the production facility, the team freed up a significant amount of space by becoming a “single line” operation instead of two lines.

Project challenges and risks were many for The Boeing Company’s C-17 Single Line project, including:

- There is only one customer, the U.S. Air Force, and production of aircraft is schedule driven. Ongoing aircraft production could not be impacted by the production line changes, and quality could not be compromised.
- There were approximately 3,000 assembly orders involved in the manufacturing process, and these had to be analyzed and understood to reduce time span in frontline production operations, from 80 days to 64 days. The team was innovative in its use of tools such as MS Project, loading the approximately 3,000 assembly orders into MSP, building a relational database, and migrating the data into modeling and simulation tools. The modeling and simulations allowed the team to identify the opportunities for processes and resources that could be changed. Tim embraced the motto of “risk to win” to encourage creative problem solving and decision making.
- Tim’s enthusiasm, tenacity and collaborative style were critical in bringing about culture changes throughout the frontline production operations. The core team involved the people on the factory floor in identifying opportunities for change.

Basic project management processes (initiation, planning, execution and control, closing), tools and techniques (earned value, change control, lessons learned, etc.) were used. Collaboration and communication were keys to the success of the Single Line Project. The core team interfaced with 150 support people (e.g., purchasing, finance, vendors, etc.) and 600 factory floor people. To assure the C-17 program’s future, everyone needed to understand the project goals and participate in the changes and improvements.

Results continue to be outstanding! The Single Line Project won Boeing’s coveted Silver Eagle Award for project excellence. The customer waxes eloquent in praise of the



processes used by the Single Line Project team and the results of decreased production cycle time and improved quality.

We say, “Thank you, Tim, for an excellent presentation and congratulations on your most successful project!”

Barbara Ansell, PMP

The Chair’s Column

Continued from page 2

- **Standardize methodology for tracking membership participation.** This is a combination of two previous initiatives targeted at strengthening our IT infrastructure and measuring organizational performance. The original initiatives tried “to solve world hunger.” This initiative led by IT Director **Stephen June** focuses on expanding the dinner meeting tracking system to track attendance at all events. My personal hope is that we will finally be able to answer the question “how many members do we serve each month?”

Thank You

Jerry Brightman also taught me that I should say “thank you” whenever feedback is provided, even if the feedback points out weaknesses. I appreciate the Advisory Council’s feedback. More importantly, I appreciate your feedback. Thank you for completing previous years’ membership surveys; thank you in advance for completing July’s survey; and thank you for the feedback you provide me personally. Please keep that feedback coming.

Kristine A. Hayes Munson, PMP
PMI-OC Chair/President



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Vendor Sponsorship Opportunities

Vendor sponsorships are always welcome at PMI-OC events.

Special sponsorship opportunities are still available for the **August 9, 2005** PMI-OC Executive Roundtable and Dinner Meeting at the Four Seasons Hotel in Newport Beach, featuring **Gregory Balestrero**, CEO, Project Management Institute and **Dr. Dean T. Kashiwagi**, Director, Performance Based Studies Research Group at Arizona State University.

Executive Roundtable

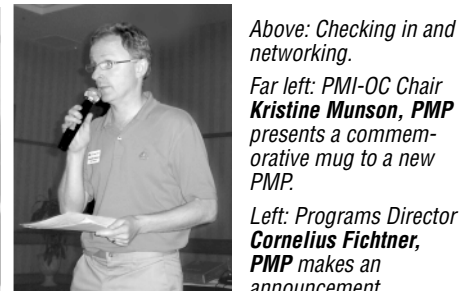
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- Book Publisher 250.00

To learn about these, and other, sponsorships, please contact **Sriram Ramadas, PMP**, Corporate Outreach Chair at corporaterelations@pmi-oc.org or marketing@pmi-oc.org.

AT THE JUNE DINNER MEETING



Above: Checking in and networking.

Far left: PMI-OC Chair **Kristine Munson, PMP** presents a commemorative mug to a new PMP.

Left: Programs Director **Cornelius Fichtner, PMP** makes an announcement.

ADVANCED TOPICS SEMINARS

Managing Outsourced/Offshore Software Projects

In 1776, two extraordinary documents were published. One, the *Declaration of Independence*, had an immediate impact on the world order. The other, *The Wealth of Nations*, has exerted its influence more gradually, much like the forces of globalization it anticipated.

It is the maxim of every prudent master of a family never to attempt to make at home what it will cost him more to make than to buy . . . What is prudence in the conduct of every private family can scarce be folly in that of a great kingdom. If a foreign country can supply us with a commodity cheaper than we ourselves can make it, better buy it of them with some part of the produce of our own industry employed in a way in which we have some advantage.

Adam Smith, *The Wealth of Nations*, Book IV, Chapter II

June 4, 2005: With a reference to this quote, **Marty Wartenberg** kicked off a provocative, and highly informative, Advanced Topics Seminar on managing software development projects outsourced to offshore development centers. With equal parts Brooklyn pugnacity and worldly sagacity, he tabled any debate over the propriety of offshoring and jumped right into a penetrating analysis of the opportunities and risks.

For those few who don't know him, Marty is currently a consultant to the University of California System Leadership Institute based at the UC San Diego campus. In this role, he is responsible for developing statewide research efforts in technical leadership. He also teaches a course in managing outsourced software projects at UC Irvine and UC San Diego.

In his private practice, Marty has led multisite software and system projects and has set up offshore design centers. Clients have included Boeing, Fluor Corporation, Intel/Trillium, Southern California Edison, T-Systems International, and Xoirant/TekEdge.

Back to the Adam Smith quote, Marty's point was that outsourcing, even offshoring, is not a new concept. Look, for example, at the use of mercenaries throughout history. What is new, however, is the abundance of highly skilled foreign talent and the growing need for applying project management concepts to offshore projects.

Marty then proceeded to address the seminar's main topics. The focus was on general concepts, not a detailed discussion of implementation strategies. Although rich with detail, his four hour seminar flew by. Here are some of the key points.

Suitable Projects

If application development is the essence of your business, you don't want to give the secret sauce away. However, if yours is a healthcare organization, then IT is not a core competency. It's a support function. But you better be very competent at specifying requirements. And if you're used to constantly making changes in requirements, at no additional (explicit) cost, think again.

Many of the offshore companies you might use are CMMI (Capability Maturity Model® Integration) level three and above. Ironically, they will have to raise you to their standards in order to collaborate effectively. But that can be a strategically indirect way of improving your own processes, since these firms will make every effort to work with you.

More generally, do you have a solid business case for outsourcing? Can you benchmark current costs? Without them you have no basis for comparison. Of course, costs aren't the only issue. There may well be strategic reasons, such as establishing a market presence in the country.

Marty's Personal Recommendations

Offshoring always increases risk. For the best results, consider these tips:

1. If saving money is paramount (30-50%), go to India, but stick with the top firms.
2. For more modest savings with less risk, try Canada, especially Quebec.
3. First-timers should experiment with near shoring: Hawaii, Canada, or even the Philippines.
4. Don't outsource your core competency. Ever.



5. Plan on traveling to offshore development companies for regular reviews.
6. Don't plan on saving any money in the first year.
7. If your intellectual property is important, stay away from certain countries.

Suitable Business Models

Once you're clear on why you're outsourcing, the next step is to figure out how. On one end of the spectrum, there's the CODC model: Contracted Offshore Development Centers. At the other end is the SODC model: Self-Owned Offshore Development Centers, an option for only very large players. Either way, they do the work, and you manage it from here.

An increasingly popular middle ground is to use third-party contracting for management of the offshore project. In other words, they do the work, but someone else manages it. Given the large pool of expatriated IT professionals in the U.S., using someone locally who understands the language and culture can be a good thing.

Suitable Countries

In terms of low cost and high quality, India leads the pack, hands down. And it will continue to do so for the next three to five

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years. That said, there are alternatives that make sense depending on the relative weight you place on various priorities. The thing to keep in mind is that the scene is constantly changing. That's why you need up-to-date information from credible sources, and not rely solely on a passing comment your CEO heard while traveling first class back from France.

Quality and cost. Who do you think is number two? On some lists it's China. But recent political unrest directed toward Japan is alienating a very important customer. And China has issues with intellectual property protection.

The key is which countries have a surplus of talent relative to local demand, as well as governments investing in training in technology. (See the references Marty suggested for more information.)

Getting Started

Step one, take a stiff shot of reality. One study showed that 70% of offshore projects were rated a negative experience, and a quarter of those were brought back home. As Marty says, if your main goal is to save 25% in cost, just roll up your sleeves and clean house. For starters, stop "multitasking" your engineers, and let them focus on one project at a time.

The decision to go offshore should be given the same careful analysis devoted to any major capital investment project. How prepared is your organization to outsource software projects? Things to consider: Development process maturity. Ability to define requirements. Cultural readiness and sensitivity.

Interestingly enough, a provider's poor performance is not the major cause of project failure. The real culprits are the buyer's unclear expectations up front, poor governance, and poor communication.

On the positive side, a Deloitte survey of the best 30 outsourcing management firms reports a 70% success rate. Companies that succeed cover the basics. They document objectives. Develop options and alternatives. Define scope and boundaries of services. Most importantly, they write really good contracts. (Marty recommends taking the UC Irvine contracting class for insights into this vastly important topic.)

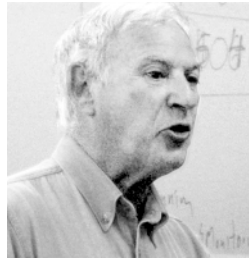
You can always "try before you fly." Try near shoring. Outsource a project to Canada. There are fewer risks as you learn the ropes, and it's easy enough to get there. Marty, by the way, defines "near shore" as any location that can be reached by a direct flight, which includes the Philippines.

A Final Thought

Saving money is a reasonable goal. And clearly the global economy has changed the playing field. But what hasn't changed is human nature. Nothing replaces a face-to-face meeting, which is critical for the successful kickoff of any project. E-mail is not a collaborative technology, although it's great for documenting what you've talked about. Can't afford to hop on a plane (or pay for someone else) to check up on things? Then you're not ready to send your critical IT projects offshore.

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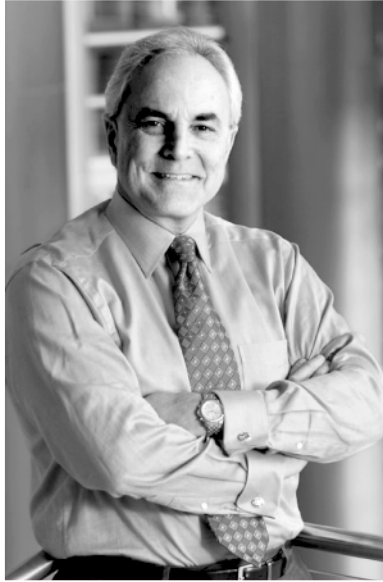
O R A N G E C O U N T Y C H A P T E R

is pleased to announce that

Gregory Balestrero, CEO, Project Management Institute

Gregory Balestrero brings over 20 years of executive level association experience to PMI. An industrial engineer by training, Greg has overseen administrative, financial and internal affairs for numerous industrial associations. Most recently he served as executive director of the Construction Specifications Institute.

As CEO, Greg provides leadership and expertise in strategic management for the organization and carries out three primary goals for PMI: to better serve the needs of its members, promote new business through strategic partnerships and alliances, and enhance public awareness.



will be the featured guest speaker at the chapter's dinner meeting at the Four Seasons Hotel in Newport Beach on **August 9, 2005**.

Mr. Balestrero will examine trends in project management, benefits to organizations, and benefits to individuals, while giving insight into PMI's increasing globalization and the many programs, products, and services that PMI offers to build professional skills among project practitioners.

This interactive session will allow the participants to explore how other industries and organizations have been successful in leveraging project management professionals in managing projects across the globe.

Dean T. Kashiwagi, PhD., P.E.

Director of Performance Based Studies Research Group at Arizona State University, will make the opening presentation.

Dr. Kashiwagi's topic, "Applying Performance Based Concepts in the Delivery of Construction and Vendor Management," will show how to use best value concepts to procure contractors, outsource vendors, and employ systems that cost less and result in higher performance. Even in a low-bid environment, your projects can finish on time and on budget, with no change orders, while still yielding very high quality.



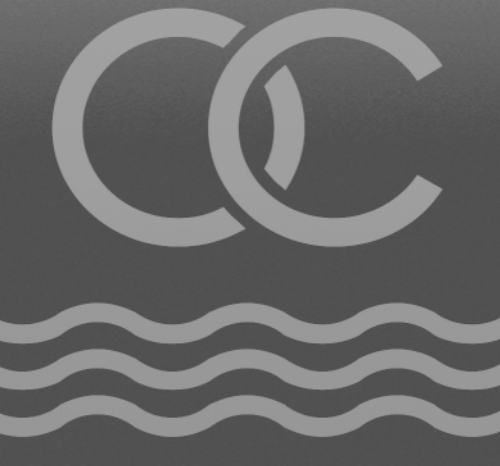
Dean T. Kashiwagi, PhD., P.E. is a foremost expert in optimizing construction performance.

In the past 12 years, he has conducted research valued at over \$4.8M, including tests of more than 406 state of the art processes.

Dean has published 23 journal articles, 78 national and international conference papers, and 42 other publications.

-
- Date:** August 9, 2005
 - Location:** Four Seasons Hotel, Palm Garden
690 Newport Center Drive
Newport Beach, CA 92660
 - Time:** 5:00 pm to 9:00 pm
 - Schedule:** 5:00-7:30 Vendor Showcase and Networking
Various Products and Organizations
6:00-7:00 Buffet Dinner and Opening Presentation
Dean T. Kashiwagi, PhD., P.E.
7:00-7:15 Break
7:15-8:15 Featured Presentation
Gregory Balestrero, CEO, PMI
8:15-8:45 Raffle Prizes
Books, Dinner, Vendor Prizes,
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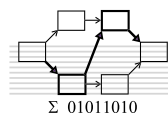
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The Project Management Institute—Orange County Chapter, in partnership with North Orange County Community College District, will host the **PMInAction 2005—Creating Project Management Excellence** conference, exposition and application software development competition on Saturday, August 13, 2005, in Anaheim.

Discover how to optimize IT development and delivery processes so that you can bring your projects online more effectively, more quickly and on budget.

You'll learn how to accelerate development and compress design time and how to use capability and maturity models to assess your IT processes.

Who Should Attend

Directors and managers of IT, project managers and team leaders, programmers/analysts, systems analysts, project office staff members, as well as those who manage IT projects, but are not necessarily experts in the field. **Anyone associated with projects should attend.**

You will benefit by attending sessions led by noted experts in the field.

Mark E. Mullaly, PMP, Keynote Speaker. As president of Interthink Consulting Inc., a company based in Edmonton, Alberta, Mark has been a pioneer in the development of organizational project management capabilities. Interthink is renowned for its Organizational Project Management Baseline Study and PM: RoadMap organizational assessment tool, both of which are based on Interthink's project management maturity model. This model was developed in the early 1990s, and was one of the earliest in the marketplace. Most recently, Interthink introduced Focus: Project Manager, a project manager assessment tool that combines the dimensions of personality and skill to support the development of effective project managers.

David J. Anderson. As a program manager with Microsoft's Developer Tools Division, best known for its Visual Studio range of products, David is the process authority for the MSF (Microsoft Solutions Framework) for CMMI process improvement methodology. He teaches guidance and best practices in project and functional management for software engineering.

David was a member of the team that created the Agile software engineering method, feature driven development in the late 1990s. He is a popular conference speaker and author. He has published several hundred articles online. His first book, *Agile Management for Software Engineering*, was published in 2003 by Prentice Hall PTR. His work is focused on the teachings of Eli Goldratt, W. Edwards Deming and other management science thought leaders dedicated to the successful delivery of software projects.

Gopal Kapur, founder and president of the Center for Project Management®, consults, writes and educates in both the public and private sectors as a noted authority on project management. Since 1975, Mr. Kapur has been developing innovative strategies to provide management solutions to companies of all sizes and disciplines, which not only help meet the challenges of today's evolving business landscape, but address the changes imperative to corporate longevity.

Through consultation at every level of an organization, Mr. Kapur empowers individuals to achieve optimum performance. His unique rapport with all echelons of corporate players, from the CEO to the end user, has armed Mr. Kapur with the insight necessary to provide practical solutions to a wide variety of project management problems. Many Fortune 500 companies have adopted Kapur's highly successful Project Process Architecture™ (PPA™). PPA provides a practical strategy for managing projects to success.

Hal Macomber. Hal is a partner with Gregory Howell in the consulting company Lean Project Consulting, Inc. He also operates an executive coaching practice. Through these two entities, he delivers services to a variety of industries and situations: architecture, engineering, construction, defense, entrepreneurs, fabrication, power generation, and other coaches.

Hal currently places his attention on project leadership in a lean environment. By bringing together the work of Flores, Goldratt, and Ohno/Shingo, with an emphasis on leadership, he is intent on bringing about a transformation in project delivery.

Project management, one of the most cited career positions, is failing to produce the desired business results. Projects are routinely over budget, late, and fail (often in significant ways) to satisfy the customer and the project participants. The bulk of today's improvement efforts are spent on doing a better job applying the same old techniques. In conjunction with the Lean Construction Institute, Hal has set out to change that.

Joan Knutson. Renowned project management consultant, author and lecturer, Joan has earned an international reputation as a project management thought leader.

Her experience includes founding and managing a successful, multi-million dollar project management training and consulting firm. She is a published author of several highly regarded books on project management, including her most recent work, *Succeeding in Project-Driven Organizations*. Joan also speaks to thousands of people worldwide through her interactive and informative keynote presentations, seminars and e-learning offerings.

Lois Zells is an international author, lecturer, and business consultant, specializing in strategic planning, systems development methodologies and techniques, and project management. She has written *Managing Software Projects*, and the popular, totally-integrated, three-tier learning program on project management called *Successful Projects: The Common Sense Approach*.

Ms. Zells is a co-founder of the PMI® Information Systems Specific Interest Group and PMI Woman of the Year for 1993. She is also the co-honoree of the Wilson/Zells Scholarship.

Ms. Zells frequently serves as an expert witness in software project failure litigations. She graduated *summa cum laude* in data processing management from the University of Baltimore and did her masters studies in computer sciences at Johns Hopkins University.

Additional noted guest speakers from project, general and IT management will be featured.

Don't miss out on this great opportunity. Seating is limited, so register today at www.pmi-oc.org.

This event will sell out.



PMI-OC LAUNCHES

New Executive Advisory Council

PMI-OC formally launched the **Executive Advisory Council** in April. This is not only a new entity for us, but we are one of the few PMI chapters to integrate such an entity into the organization structure. The purpose of the PMI-OC Advisory Council is to help enhance PMI-OC's position in the community it serves.

Specifically, the council's role is to help our chapter:

- Identify and leverage new opportunities
- Recommend specific improvements
- Think and act more strategically
- Run our chapter more like a business

The council is a body of local professionals who advise and inform the PMI-OC Board of Directors on managing the organization. Any recommendations made by the council will be presented to the board for review and approval consideration. Initially, the council is seated by three executive coaches from the **SCORE** and **ECofOC** organizations.

Ultimately, the council will expand and consist of a mix of external and internal professionals who possess specific business and industry

expertise. When we expand the council, we intend to include executives from local businesses with whom we want to build inroads.

The council is managed by **Victoria Flanagan**, Director at Large, and is supported by the Business Outlook Committee, staffed by **Mark Hamilton** and **Nitin Gotmare**. Our current council members are **Michael Chesnut**, **Harry Greenberg**, and **John Seelinger**, all from ECofOC. April 14 was our kickoff meeting for the council, and we have held two meetings since then, May 5 and June 2.

Until further notice, we plan to conduct the council meetings monthly and will address specific chapter issues and growth opportunities. Since these meetings are intended to support the overall board and each of the directors with their initiatives, the primary attendees for each council meeting (in addition to the council members) will be the directors appropriate to the planned topics and/or their designated volunteer delegates.

The **Executive Coaches of Orange County (ECofOC)** is an association of executives who volunteer their time to help nonprofits in Orange County, California. Their mission is to help nonprofit leaders develop and implement capacity building strategies that will enable them to fulfill more of their missions. ECofOC is part of SCORE (**Service Corps of Retired Executives**), a nonprofit association dedicated to entrepreneur education and the formation, growth, and success of small business nationwide. SCORE is a resource partner with the U.S. Small Business Administration. Visit www.score.org and www.ecofoc.org for more information on these associations.

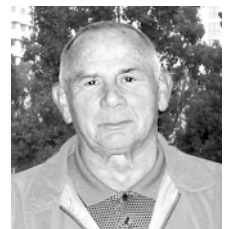
Be on the lookout for more information on ideas and chapter changes as a result of our PMI-OC Advisory Council meetings. Contact Victoria Flanagan, atlarge@pmi-oc.org, for more information.

Our PMI-OC Advisory Council Members

Michael Chesnut (top) retired from Procter and Gamble after 34 years of service, primarily in customer business development. For 11 of those years, he was an associate director in P&G's cosmetic business, headquartered in Baltimore, Maryland. Mike created and conducted strategic planning efforts for P&G's cosmetics business and led integration efforts for two acquisitions. He is married, lives in San Clemente, and has two children and one grandchild.



Harry Greenberg (center) retired from his position as vice chairman at Millers Outpost (now Anchor Blue), where he was also president and chief operating officer. Harry possesses over 40 years of experience in the retail industry, helping new and existing businesses reach their full profit potentials. Prior to Millers Outpost, Harry was president of Foxmoor Apparel and Chess King. He is married, lives in Corona Del Mar, and has five children and 11 grandchildren.



John Seelinger (bottom) spent his career as a commercial banker, including 14 years overseas with Chase Manhattan Bank. During John's extensive and global career in banking and finance, he has held key executive positions, including senior vice president of corporate banking for Midlantic Bank, executive vice president and senior lending officer of New Jersey's largest state chartered bank, and trustee of the Tri-County Scholarship Fund in New Jersey. He is married, lives in San Clemente, and has three children.



Victoria Flanagan
PMI-OC Director at Large

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WEDNESDAY, JULY 20, 2005 PMI-OC CAREER NETWORKING GROUP

SPEED NETWORKING

Join us for a fast paced networking, information sharing, and lead generating session. Parlaying the speed dating model, you'll experience a one-on-one, rotating forum that expands your professional network and elicits information from peers. Broadening the pool of resources that you can call upon for help, information and referral is vital to your professional growth. Networking allows you to:

- advance your position by identifying experts to advise you on your current project,
- discover unpublished opportunities,
- increase your visibility through self promotion,
- identify "informational interview" contacts,
- provide an opportunity to assist others.

Make the most of your 30 second commercial to introduce yourself, tell participants about your background and what you are looking for. Your new contact will assist you with leads, personal contacts and company information pertinent to your goal. Come prepared to return the favor as we rotate through all participants, make new acquaintances, and come away with a greater appreciation of the value of your network.

For more information, call **Melanie McCarthy** at 562-592-2255.

When:	Wednesday, July 20, 2005, 6:00 p.m. – 9:00 p.m. Registration and food start at 6:00 p.m. Program starts at 6:30 p.m.
Where:	40 Plus of Orange County, 2040 South Santa Cruz, Suite 245, Anaheim, CA 92805, 714-938-0161
Cost:	\$5.00 PMI-OC members / \$5.00 non-members (Covers food and soft drinks.)
Register:	www.pmi-oc.org

ADVANCED TOPIC SEMINAR: JULY 9, 2005

Successful Implementation of Risk, Opportunity, Issue and Action Management

Successful implementation of risk, opportunity, issue and action management on a project is based on a supportive culture, effective process, helpful tool, and a consistent practice that puts them all to a beneficial use resulting in cost, schedule and quality enhancement. Project management utilizes a host of processes to help produce and deliver products and services within cost, schedule, and quality boundaries. Therefore, effectively integrating these processes on a project is an essential consideration.

An integrated software tool suite is the vehicle that enables enhanced implementation of the above processes and effective integration with other project management processes. An effective tool suite also helps monitor and control implementation health on a project and enables the capture of lessons learned.

The above processes, implementation approaches, and knowledge gained from implementing the processes and the IPPDControl Suite toolset (RiskControl, OpportunityControl, ActionControl, and Lessons Learned) on various projects will be addressed. The session will be interactive and the IPPDControl Suite toolset will be demonstrated.



Harry Jabaghourian, our presenter, is Chief IPPD Engineer in Systems Engineering and Software Development at Rocketdyne Propulsion and Power, Canoga Park, California.

Harry's background and expertise include integrated product and process development, integrated project planning, risk and opportunity management, issue

and action management, and technical performance measurement processes and tools.

He is an expert in program management best practices. Harry holds an MBA from Pepperdine University, an MSEE from the University of California, Santa Barbara, and certificates in program management, total quality management (TQM), and astronautical engineering. He is a Fellow in the College of Relay Engineers, a senior member of the Institute of Electrical and Electronics Engineers (IEEE), and a member of several other professional organizations related to project management.

Date:	Saturday, July 9, 2005	Register:	www.pmi-oc.org
Time:	8:00 a.m. to 12:00 p.m.	Questions:	advancedtopics@pmi-oc.org
Location:	Santiago Canyon College 8045 E. Chapman Ave Room D-207 Orange, CA 92869	PDU:	There are four PDUs for this event.
		Cost:	\$25 for PMI members \$30 for non-members



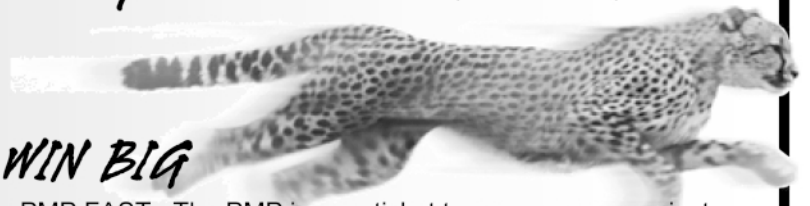
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PMI-OC DINNER MEETING

Tuesday, July 12, 2005

Program: **Managed Maintenance?**

Presenter: Jim Cisneros, Vice President of Systems Development
ITresources, Buena Park, CA

Location: **Wyndham Orange County Airport**

3350 Avenue of the Arts, Costa Mesa
Behind the O. C. Performing Arts Center

Time: 5:30 - 9:00 p.m.

Cost: **Dinner and Presentation**

<i>In Advance:</i>		<i>At the Door:</i>	
Members	\$25.00	Members	\$40.00
Non-Members	\$35.00	Non-Members	\$40.00

Presentation Only (Members and Non-Members)

<i>In Advance:</i>	\$10.00	<i>At the Door:</i>	\$15.00
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Please register at www.pmi-oc.org. You can pay by credit or bank card in advance or by cash, check, or credit card (Visa or MasterCard only) at the door.

Make your reservation by 9:00 p.m., Sunday, June 12, to obtain the "in advance" price. Reservations made after 9:00 p.m., Sunday, June 12, will be charged the "at door" price.

If you are unable to attend, please cancel your reservation at www.pmi-oc.org. Members and non-members who cancel their reservations after Sunday, June 12, or members and non-members who make a reservation and do not attend the meeting will not receive any refunds.

PMI-OC BREAKFAST ROUNDTABLES

PMO-Local Interest Group (LIG) Breakfast Roundtable

Tuesday, July 19, 2005

Third Tuesday of Every Month

Location: **Hilton Hotel** (formerly The Red Lion)
3050 Bristol Street (near Paularino), Costa Mesa
Atrium Café, Lobby Level
714-540-7000

Time: 7:15 - 8:45 a.m.

Register: Send your e-mail reservation to
Robert Perrine, PMP at info@pmi-oc.org

Cost: Self-paid breakfast, parking is validated

PMI-OC Breakfast Roundtable South

Tuesday, August 2, 2005

First Tuesday of Every Month

Location: **Doubletree Hotel, Irvine Spectrum**
90 Pacifica, Irvine
(405 and 133 Freeways)
949-471-8888

Time: 7:15 - 9:00 a.m.

Register: Send your e-mail reservation to
Jim Monical at breakfastsouth@pmi-oc.org

Cost: Self-paid breakfast, parking is validated

NEW MEMBERS *Continued from page 2*



Kevin Ngo
Ameriquest Mortgage

Robert Peterson

Abdul Rashidi
MWH

Eric Roberts

Scott Roberts
SAFLINK

Marcio Rodrigues
La Sierra University

Alexandra Rollins
Mangan, Inc.

Darrel Rose
SunGard Availability

Mindy Rosenblum

Ali Sabet
Ameriquest Mortgage

Corey Sides
Resource 1, LLC

Ronald Springer
SBC

Kenneth Taylor
Ameriquest Mortgage

Melinda Terry
Cartwright Ele

Dan Tran
Fluidmaster, Inc.

Terry Traylor
Northrop Grumman

Chandra Triana
Indymac Bank

Lynn Van Bach
The Boeing Company

Alex Vo
EMC

Les Yamamoto

Total New Members	45
Total PMI-OC Membership	1,429



NEWS FROM HEADQUARTERS

If you have considered getting PMP® certified but have been putting it off, **the time to act is now**. PMI® has just announced some significant changes to the application and testing process that will make these certifications harder to get after September 30 of this year.

Probably the most radical change PMI has made is to raise the passing score for the PMP exam from 69% to 82%.

The new exam will be based on the PMBOK®, Third Edition, published late last year, so the 200 exam questions will cover more tools and techniques that reflect the wealth of new information.

August 29 is the final day to submit your application to take the existing exam. You must test by September 24. Anyone failing the exam at that time will have one year to retake and pass the exam in the old format. All others taking the exam for the first time after September 30 will experience the new test.

To apply for PMP certification online, visit <https://certificationapp.pmi.org>.

PMI Orange County MILESTONES

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MILESTONES is published for the members of the Orange County Chapter of the Project Management Institute for the purpose of notifying members of meetings, chapter activities, member accomplishments, and to provide information regarding project management in local business and government agencies. Advertising is welcome. However, its publication does not constitute endorsement by the chapter or the Project Management Institute.

Subscription rate for non-members is \$15.00 per year for individuals with U.S. mailing addresses.

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PMI-OC, Inc.

Attn: Lora Lockwood, PMP
editor@pmi-oc.org

COMING EVENTS



JULY 9 ADVANCED TOPIC SEMINAR

Successful Implementation of Risk, Opportunity, Issue and Action Management on a Project

Presenter: Harry Jabagchourian

Location: Santiago Canyon College



JULY 12 DINNER MEETING

Managed Maintenance?

Presenter: Jim Cisernos, ITresources



JULY 19 BREAKFAST ROUNDTABLE

PMO-Local Interest Group (LIG) Breakfast Roundtable

See page 15.



JULY 20 CAREER NETWORKING GROUP

SPEED Networking

Location: 40 Plus of Orange County



AUGUST 2 BREAKFAST ROUNDTABLE

PMI-OC Breakfast Roundtable South

See page 15.



AUGUST 9 EXECUTIVE ROUNDTABLE AND DINNER MEETING

Special Presentations by Gregory Balestrero, CEO, PMI

Four Seasons Hotel, Newport Beach, CA



AUGUST 13 PMInACTION 2005

Conference, Exposition, Development Competition

North Orange County Community College District, Anaheim Campus

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For details and registration information on all events for PMI-OC, see www.pmi-oc.org



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